



Thailand AERA Annual Activities Report
October 2000 – September 2001
Accelerated Economic Recovery in Asia
US Government Funded Program
Through the
US Agency for International Development
(USAID)

Compiled by Paul Wedel KIASIA Coordinator for AERA

SUBJECT	PAGE
Annual Overview	2-3
Business Advisory Center	4-8
Thai Volunteer Consulting Service	9-10
Bank Training Program	11-13
Business Support Organizations Partnership	14-17
Border Action Against Malaria	18-20
Labor Standards Development Project	21-22
Education	23-24
Other AERA Programs	25
Spending Analyses	26-27
Project Matrices	28-48
BAC	28-32
BTP	33-34
BSOP	35-42
BAAM	43-46
LSDP	47-48

Cooperative Agreement #442-A-00-99-00072-00 ANE to Kenan Foundation Asia

ANNUAL REPORT OVERVIEW

In its second year of operations the AERA program has made significant progress in aiding the recovery of the Thai economy. Because of Thailand's integral role in the economic welfare of Southeast Asia, the entire region has begun to benefit from the sustainable stabilization of Thailand's economy. Through various programs, focusing on better business practices, environmental management, and human capacity development, AERA has brought real change to Thai businesses and communities.

Since the commencement of AERA operations in fiscal year 2000, there has been a continual expansion of program offerings and objectives. The various programs under AERA have evolved in response to the changing economic environment and the particular needs of clients and communities. The Business Advisory Center has modified its approach to assisting small and medium-sized enterprises, with a heightened emphasis on business plan writing and competitiveness strategy. Likewise, the Thai Volunteer Consulting Service has more closely tailored its services to meet the needs of small business clients. Thai volunteer executives have been recruited in new fields of expertise so as to provide new consulting clients with industry-specific assistance. In an effort to improve the performance and increase the global competitiveness of various industries, including fruit, textile, and auto parts, the BAC and TVCS programs have together launched a cluster competitiveness initiative.

The Bank Training Program has continued to work with Thai financial institutions on strengthening banking practices and improving operations in such areas as risk management and loan restructuring. An evaluation of internal program operations helped the BTP identify areas of improvement.

The Border Action Against Malaria project moved from the strategic planning phase to actual implementation of efforts to help border communities monitor and combat drug-resistant strains of malaria. Sentinel sites were established in two border provinces and have served as bases for organizing school and community based initiatives to raise awareness of the disease and augment the regional capacity to treat it.

During May and July of the 2001 reporting period, each of the main AERA programs underwent a review by an outside evaluation team. The evaluators were commissioned by KIA Asia to conduct a client survey in order to assess the technical services provided by each of the programs. As a client survey is a critical element for acquiring information on services from the perspective of the recipients, this initial evaluation provided important feedback to make adjustments and improvements to each of the programs. Members from the evaluation team interviewed clients of the BAC, BTP, and BSOP programs to determine the quality of the services and the satisfaction of the recipients. For both the Business Advisory Center and the Bank Training Program, 41 clients were interviewed, and for the Business Support Organizations Partnership program, 23 organizations were interviewed. Based on feedback from respondent clients, specific recommendations were made for improvements to each of the programs. The objective survey of the AERA program helped program managers both assess how well their

projects were achieving goals and identify areas for improvement to ensure that programs will have a greater impact on their clients.

Anticipating the cessation of USAID funding, several of the programs operated under the AERA heading have incorporated measures to gradually become self-sustainable organizations.

The AERA projects in FY 2001 were carried out during a period of weakening economic recovery. Real GDP is estimated to have risen 1.8% compared to 4.6% in 2000. Overall GDP was still below the level of 1996. Manufacturing production rose only 1.2% and many industries suffered from extensive over-capacity. Exports declined from the previous year and international reserves dipped slightly. Thailand, however, continued to pay down its external debt, which dropped to 70.3 billion compared to 95.3 billion in 2000. The baht weakened to 44.2 baht to the dollar from an average of 43.5 in 2000. Although AERA projects may have assisted companies and provided the basis for continuing momentum on reform, the scale of activities was insufficient to have any noticeable macroeconomic impact.

For additional information regarding any of the programs under the AERA heading, please refer to the quarterly activities reports for the fiscal year 2001. Detailed reviews of quarterly activities are provided in each report and may be instrumental in gaining a fuller understanding of program missions and progress.

PROJECT REPORTS

Business Advisory Center (BAC)

Throughout the 2001 reporting period, the BAC has continued to provide effective training and consulting services to small and medium-sized enterprises (SMEs). The Business Advisory Center began operations in October of 1999 and has since assisted 190 Thai companies through individual counseling arrangements and thousands more Thai businessmen through informative workshops and seminars on key business topics.

Over the course of its second annual reporting period, the BAC implemented several measures by which to enhance program operations and improve the service available to its consulting clientele. A reorganization of the personnel and compensation levels was undertaken early in the year to address the varying levels of responsibility and experience among the BAC staff. The August addition of four Thai consultants augmented the program's capability to assist SMEs by increasing the individual project capacity from an average of 100 companies per year to 150 per year. Greater integration with the Thai Volunteer Consulting Service (TVCS) was achieved through cooperative involvement on cluster promotion and management activities. As a mechanism to measure project success, the BAC introduced three and six-month follow up programs to track client satisfaction and quantitatively gauge the benefit to business operations.

The mission of the program continued to evolve as BAC consultants gained a better understanding of their targeted client base. Cluster development received particular emphasis this year, with the BAC, in partnership with USAID contractor JE Austin Associates, hosting a series of seminars on "Cluster Competitiveness" for representatives from the electronics, tourism, automotive, textile, and agro business industries. Cluster projects were pursued throughout the year with groups from the textile and garment industry, the auto parts industry, and Eco-tourism. The BAC plans to expand its services early in the next reporting period to include financial advisory assistance. An Access-to-Capital project is being developed with cooperation from a network of financial institutions. This service is intended to help SMEs gain easier access to fund sources by preparing them for either debt or equity financing.

Marketing and publicity efforts were significantly enhanced in 2001, especially in the first quarter, with the BAC's active participation in the Communications, Internet, Technology, and E-Commerce (CITE) exhibition at Queen Sirikit National Convention Center. During the three-day convention, members of the staff distributed information to scores of attendees and potential clients, creating greater public awareness of the BAC and its mission. Other marketing channels that have also been helpful in recruiting new clients include promotion through related seminars, networking with financial institutions, and the continuation of a radio program in conjunction with TVCS. To help with a further increase in marketing activities planned for the BAC's future, an Assistant Marketing Consultant was added to the BAC staff in mid-September.

Accomplishments

The Business Advisory Center worked toward accomplishing its primary goal of assisting Thai SMEs with personal advisory assistance by completing several individual consulting projects over the course of the fiscal year. Out of the 120 projects that had been successfully completed by the end of the 2001 reporting period, approximately 45% involved the services of American volunteer experts, with 45% utilizing BAC consultants and the rest involving Thai volunteers. Among the projects completed during the period were assignments in industries ranging from construction and manufacturing to jewelry and chemicals; consultants focused mainly on the functional areas of operations, marketing, and IT.

Mr. Larry Miller, from the International Executive Service Corps (IESC), worked with Inter Plast, a plastic extrusion mold company established in 1986, to evaluate production procedures and establish a systematic method for troubleshooting problems. The company agreed to the VE's recommendations and has already made significant progress in adopting them. In August of 2001, BAC staff consultants Lee Kornowski and Wiwat Chutiwanichayakul worked with Carolyn Fineran, a volunteer executive from the Citizens Democracy Corps (CDC) with more than 30 years of experience in various aspects of the textile and garment industry, to lend assistance to Thailand's largest manufacturer of cross-stitch kits. The Art & Technology Company benefited from advisory assistance focused on product orientation for the US market and placement of product through distribution channels. Also in 2001, the BAC provided consultative service to Data Paint & Chemical Company, a manufacturer of industrial coatings that began operations in 1990. Two BAC consultants worked with Mr. Preecha Prapakorn, the company's current Managing Director, to formalize and implement a marketing plan. As a result of interaction with the BAC, Data Paint has recently undertaken a number of marketing efforts to enhance business performance and increase publicity. These measures include the formation of a broader business plan, the development of a new company logo, and the creation of a non-technical brochure to build company and brand identity. These and other projects completed during the period are indicative of the broad range of expertise offered by the BAC and its VE resources. Aimed primarily at helping SMEs become more effective and sustainable enterprises, the BAC has a real impact on economic recovery and improved SME performance.

BAC continued to offer seminars and workshops throughout the year on such topics as equity investment and project management. Offerings were expanded to include negotiation techniques and penetration strategies, reflecting the growing range of expertise available through BAC services. Each seminar was well attended and attracted interested participants including former and current BAC clients, entrepreneurs, and SME owners and employees.

Late in the reporting period, the program launched two CD ROM projects, the Business Plan Writing CD and BAC Examples of Success, each designed for encouraging Thai SMEs to upgrade their management and operations. These CDs are expected to

significantly expand the reach of the BAC, providing consultative assistance to hundreds, if not thousands, more businesses in Thailand and elsewhere.

During this reporting period the BAC maintained a strong focus on the importance of developing competitiveness clusters in various industries. Clusters are cooperative arrangements by members of a particular industry who work together to promote the industry as a whole by pooling resources and making processes more efficient. By agreeing to work together, the individual members of a cluster are able to realize greater business success than they could achieve by operating independently. The BAC worked closely with JE Austin associate Mr. David Flood and members of UNIDO (United Nations Industrial Development Organization), an agency for aiding economic recovery in developing countries, to introduce cluster formation in Thailand. Project staff attended a series of meetings in Chiang Mai at which participants from ceramic product, food processing, and tourism SMEs engaged in identifying the key success factors of global competitors. These industry “megatrends” were then analyzed and used to improve each group’s business strategy. An August visit to UNIDO’s cluster project in India both fortified the cooperative relationship between UNIDO and KIASia and allowed the BAC team to observe how clusters in various industries are established in developing countries.

2001 was a very successful recruitment year, as the BAC gained 177 new clients. Participation in the late-March CITE (Communications, Internet, Technology, and E-Commerce) exhibition led to a significant increase in contacts and the number of new clients requesting the program’s consultant services. Feedback from BAC clients that were interviewed by evaluators during an outside assessment of all of the AERA programs revealed several strengths about the program. The BAC received very positive feedback on its preparation and assessment activities in terms of responding rapidly to initial client inquiries and developing a project work plan. 93% of the 41 respondents said that they are “likely to use BAC’s services again,” indicating that clients are confident enough in BAC services to seek additional assistance.

Challenges

The attacks of September 11 impacted several of the BAC’s consulting projects. Due to emotional factors and the uncertainty of international flying, a number of projects were cancelled and some were postponed until after the New Year, pending the status of global affairs.

The outside evaluation conducted during May through July for all AERA programs revealed some areas in which the BAC could work to improve. Among the weaknesses found in the BAC program were the financial impact resulting from the projects, issues related to time devoted by the consultants and experts, and follow-up procedures for projects that did not realize the desired results. The BAC does not appear to have a systematic procedure for following up with clients whose problem is not resolved within the contract period. Recommendations for the BAC in response to these issues included reviewing the screening procedures for selecting volunteer consultants in order to ensure

that they correspond more appropriately to client needs, ensuring that US experts are adequately equipped with background information on the Thai company and economy, and developing alternative measures of assistance in the event that the expert or consultant is unable to satisfy the client's requirements.

In mid-June the BAC implemented a structural reorganization so as to increase the center's capability both to recruit clients and to handle more consulting projects and training workshops. Consulting teams were redesigned to increase project capacity and to more fairly allocate consulting responsibilities. Continuous skill improvement was another internal consideration of the BAC in 2001. An in-house training session on Quality Management focused on issues relating to SMEs and providing better background information to enhance consultants' ability to deal with problems in this area. Follow-up procedures were devised to more quantitatively gauge the success of BAC projects.

Indicators

BAC Indicator Table #1

Intermediate Objective 1	Bank and Business Activity Restarted
Indicators	Total number of SMEs receiving AERA consulting assistance Increase in gross revenue
Unit of Measure	Number of firms assisted Average percentage change in gross revenue on the part of assisted firms
Source	Company records and company reports to BAC
Indicator Description	Current GDP growth projections for Thailand are in the 2.5% range. SMEs receiving AERA assistance are expected to perform at least twice as well and a target of 5% growth in total revenue has been set. One year after assistance, firms' revenue for the most recent quarter will be compared to the same quarter the previous year.

Year	Target # of Assisted SMEs Cumulative	Actual # of Assisted SMEs Cumulative	Actual Average % Increase
2000	20	116 ¹	31% ²
2001	120	165	40% ³

¹ Including 40 for 1999

² 10 projects out of 32 respondents reported sales increase

16 projects reported no change in sales

3 projects reported sales decrease

3 projects did not reveal sales data

BAC Indicator Table #2

Intermediate Objective 1	Restart Bank and Business Activity
Indicator	Business plans or elements of business plans in use by SMEs receiving AERA assistance
Unit of Measure	Percentage of SMEs with current business planning
Source	Company follow-up reviews by BAC
Indicator Description	Each SME receiving assistance will be encouraged where appropriate to use business planning methodologies. The percentage of firms that continue to maintain that planning one year after assistance is projected at 50%

Year	Target	Actual
1999	0%	Baseline – 0
2000	50%	100% ⁴
2001	50%	100%

³ 2 projects out of 5 respondents reported sales increase
2 projects reported no change in sales
1 project did not reveal sales data

⁴ All of the 32 and 5 responded projects in year 2000 and 2001 respectively either have business plans newly created or have existing plans in place.

Thai Volunteer Consulting Services (TVCS)

TVCS operations continued steadily during 2001. The Thai Volunteer Consulting Service was introduced in February of 2000 for the purpose of matching SMEs (small and medium sized enterprises) needing business assistance with Thai volunteer consultants. Since its inception the program has been instrumental in affecting changes in business practices for clients in industries ranging from food service to commercial vehicles. TVCS works closely with KIAAsia's Business Advisory Center to accomplish its mission of assisting SMEs with business improvement and skill development. In 2001, TVCS joined with the efforts of the BAC program to encourage the promotion of cluster development in Thailand.

Accomplishments

Consultants from TVCS worked closely with members of the Business Advisory Center to develop an initiative for forming industry clusters in Thailand. Such clusters are agreements between individual members of a particular industry to work together by pooling resources and refining processes to enhance efficiency. They are designed to achieve competitiveness in regional and global markets and have been organized with success in other developing countries. In cooperation with UNIDO (the United Nations Industrial Development Organization), BAC and TVCS representatives traveled to India to observe how the cluster was formed and established so as to achieve sustainability. After a series of "Competitiveness" workshops, held in conjunction with US consulting firm JE Austin, Thai volunteer experts and consultants from BAC's staff began working closely with groups from the textile, auto-parts, and Eco-tourism industries to form potential clusters. TVCS has participated in roundtable discussions on the best strategy for implementing clusters and their potential for increasing the competitiveness of various industries.

The recruitment of more Thai volunteer executives (TVEs) constituted a significant achievement of TVCS in the second annual reporting period. Commitments to serve as volunteer consultants were secured from experts in variety of industries, extending the breadth of the program's expertise. TVCS now maintains access to an expert in Hotel Management, to augment the corps of volunteers in areas such as Organizational and Human Resources Management and Finance, Banking and Accounting.

Twelve individual consulting projects have been completed since the commencement of program operations. Advisory assistance was provided on site for 15 different projects, as TVCS consultants worked closely with SME owners and managers to improve business operations and practices. Projects completed during the course of the fiscal year 2001 include cost accounting assistance with an insecticide manufacturer, management reforms to help a boutique hotel become more competitive, and a review of overall executive level strategic business planning with the Black Canyon coffee house chain. Each of the clients assisted by the TVCS program expressed satisfaction with its consultative services. In addition to the long-term projects performed by TVCS

consultants, the program arranged four counseling sessions with clients such as Pizza Today Company Limited and Thai Interknit Company to improve operation standards and manufacturing management.

Challenges

TVCS hopes to recruit volunteer executives in the areas of Retail Management and School Management in order to attract more clients in related industries and provide consulting recipients with a broader range of expertise.

Over the course of the fiscal year, the program has introduced measures to improve internal processes. One such measure was the adoption of a timesheet for VEs that has helped in scheduling and clarifying tasks and project progress.

Indicators

USAID has not set any separate indicators for the TVCS program.

Bank Training Program (BTP)

With USAID funding, the Bank Training Program works to help reform and retrain Thai banks, addressing an aspect essential in Thailand's sustainable economic recovery. In its third year of operations, the program completed four projects, training Thai bank managers and employees on financial topics ranging from credit management to debt restructuring. Programs that had been implemented in the previous year were continued in 2001 so as to deepen the impact and expand the scope of the new skills provided. The training provided by the BTP has effectively reinforced the transference of best practices, with over 1600 bank employees receiving practical, interactive instruction on risk management, debt restructuring, and control self-assessment.

Over the course of 2001, the program undertook efforts to improve its own operations by soliciting analysis from an outside evaluator that surveyed the effectiveness of each AERA program.

To make the procedure more efficient, BTP introduced a change in the bidding process and is now managing the vendor selection process itself. To implement this change, a Selection Committee was formed with KIAAsia's President, Prof. Dr. Montri Chulavatnatol, and Associate Director, Mr. Richard Bernhard, as well as a BTP project manager and bank representatives.

Accomplishments

BTP projects in the areas of risk and credit management, responsibility accounting, internal control, and debt restructuring reached completion during the 2001 annual reporting period. The program awarded training firms, including PricewaterhouseCoopers and Deloitte Touche Tohmatsu, with contracts to carry out these programs with several of Thailand's prominent financial institutions. The Bank of Ayudhaya received training on Risk Management Implementation, with instruction offered to 16 executives, 100 members of staff of the manager level and up, and 200 operating level staff members. As a result of the program, the bank set up and launched an internal credit rating system for managing credit risk and has approved the establishment of a Risk Management Department. A train-the-trainers program intended to instruct bank employees on how to pass along the skills of developing a business plan to SME customers was implemented at Bangkok Bank. Siam Commercial Bank received assistance in Risk Management Training. The Government Saving Bank has completed training in "Project Assessment Techniques," "Credit Analysis Techniques," and "Credit Business Marketing." There were 30 participants in each of the training programs offered at Government Savings Bank. After winning "The Best Practice Winner 2000 Corporate Governance on Banking and Finance Category" award, Thai Military Bank credited BTP with contributing to its success.

Progress was made on planning the implementation of two new projects, both expected to begin in February of 2002. Employees of the Thai Farmers Bank are to receive

instruction on how to improve the skills and capabilities of Relationship Managers in lending to small corporate clients. Also scheduled for February is a training program for Bangkok Metropolitan Bank. 150 participants, including staff and branch managers, will receive training on the topic of “Risk Management for Financial Institutions” in an effort to create a common understanding and awareness among top and middle level management.

Between May and July of the reporting period, clients of each AERA program were surveyed by an outside contractor in an effort to objectively assess the value of the technical services offered by each program. The outside evaluation findings for BTP projects indicated that KIAAsia offered good coordination and support to the banks throughout the projects. A rating of either “good” or “excellent” was received in 22 of the 27 projects for which BTP clients responded. The BTP’s key strength is its impact on enhancing the participants’ understanding of the subject or at least reinforcing their knowledge about recently implemented policies and procedures.

Challenges

While the results of the outside evaluation indicated that clients benefited from BTP involvement and were generally satisfied with the services, they also suggested that improvements could be made to the program. The main weaknesses found with the BTP involved the level of the training course and the trainers’ ability to relate material to the Thai situation. Several participants commented that the various training programs could be pitched at a higher level instead on focusing on basic issues for particular subjects. In some cases, the trainers lacked sufficient understanding of the Thai context and financial system and were therefore unable to relate case studies and issues to the individual client bank’s experiences and needs.

The main recommendations made for improving the Bank Training Program included a suggestion that KIAAsia work more closely with the client banks in drafting guidelines and selecting trainers, providing the trainers with briefing sessions and materials on the particularities of the Thai banking industry so that they develop a better understanding of the issues faced by participants, and more accurately corresponding the level of training to the participant’s knowledge base and experience.

In its transition to a self-sustaining organization, the BTP has encountered challenges in adjusting the percentage of cost-share charged to banks without alienating them as clients.

Indicators

BTP Indicator Table #1

Intermediate Objective 1	Corporate and Financial Governance Improved
Indicator	Policies, systems, or procedures adopted by the participating banks
Unit of Measure	Number of participating banks implementing new policies, systems or procedures
Source	<ul style="list-style-type: none"> ▪ Executive orders, implementing rules and regulations of the participating banks ▪ Reports from the participating banks
Indicator Description	1. Implementation of new procedures and systems related to the training courses, i.e. new Credit Policies or Credit Policy Manuals, Risk Management Procedures, Internal Control Systems, Responsibility Accounting Centers or Systems

Year	Target # of Banks Cumulative	Actual # of Banks Cumulative
1999	0	Baseline - 0
2000	4	4
2001	5	7

BTP Indicator Table #2

Intermediate Objective 2	Corporate and Financial Governance Improved
Indicator	Training activities in related topics
Unit of Measure	Number of banks continuing training programs using concepts, skills and materials provided through AERA assistance
Source	Training units of the participating banks
Indicator Description	Number of banks conducting related courses, including development of the Manuals and Guidebooks developed to the Banks' training units

Year	Target # of Banks Cumulative	Actual # of Banks Cumulative
1999	0	Baseline - 0
2000	3	3
2001	6	7

Business Support Organization Partnership (BSOP)

The Business Support Organization Partnership program helps foster relationships between Thai business support organizations and comparable U.S. institutions so as to encourage the sustainable economic recovery of Thailand. Mutually beneficial partnerships are developed between U.S. and Thai organizations in order to fortify the regulatory and competitive environment, business standards, and good governance practices for the Thai private sector. The concentration of the BSOP is on projects that develop and promote good governance, transparency, business structural reform, ethics, deepening of financial reform, and international competitiveness.

To create sustainable partnerships, the BSOP operates with financial support from USAID to fund both large and small grant projects. Large grant projects are those that receive over \$10,000 in funding and are typically more involved and long-term than small grant projects. The BSOP hopes to eventually cease its reliance on funding from outside sources such as USAID and become an independently sustainable organization.

Accomplishments

As of the end of the third year of operations, the BSOP had approved 21 partnership projects between organizations of various disciplines, all aimed at transferring experience, skill, and business practices from U.S. organizations to Thai institutions and contributing to the economic recovery of Thailand. By the end of fiscal year 2001, three large-grant projects had been completed and several more projects were underway.

The Standards of Practice Handbook, a “code of ethics” for the corporate sector, was produced from the cooperative efforts of Thailand’s Association for Investment Management and Research (AIMR) and the U.S. Securities Analysts Association (SAA). Also concluded during the year were a Comparative Study on Thailand’s Savings and Investment Tax Policy that examined the impact of the present tax structure on financial and capital markets in order to identify more attractive tax provisions for investors and a Performance Audit Workshop aimed at improving the capabilities of SAO auditors. An ABIH (American Board of Industrial Hygiene) Certified Industrial Hygienist Program, completed late in the fiscal year, helped upgrade the professional skills of Thai health officials and strengthen the relationship between ABIH and the Occupational Health and Safety at Work Association of Thailand (OHSWA).

Ongoing projects in the area of good financial governance include a cooperative effort between ICAAT (Institute for Certified Auditors and Accountants of Thailand) and a counterpart U.S. university to upgrade the capability of accounting instructors by developing instructional aids such as video tapes, computer programs, and teacher’s manuals. Already, the project has been instrumental in encouraging improved accounting standards in and around Bangkok. An ongoing partnership between The Appraisal Foundation (TAF) and the Thai Securities Exchange Commission has made progress on the development of a single, standard code of ethics for improving the transparency and

accuracy of property appraisals. The American Bankruptcy Institution (ABI) is providing technical assistance to the Thai Office of the Court of Justice (OCJ) for the development and implementation of a new Business Secured Transaction Law and the establishment of a Registry Office. In early October of 2001, Mr. Steve Turner will lead the ABI team in delivering a four-day seminar on Secured Transaction Law, sharing U.S. experience with Thai judges and stakeholders. The American Bankruptcy Institute also provided technical assistance and training to enhance the efficiency and capabilities of a newly established Mediation Center for Financial Disputes. Further activities in the field of financial governance range from continued technical support of the Thailand Rating and Information Services (TRIS) to the provision of an expert consultant to improve the Stock Exchange of Thailand's understanding of and system for delivering derivatives products.

In the area of corporate governance, progress on several projects has been ongoing throughout the annual reporting period. The Thai Central Bankruptcy Court (CBC) and the American Bankruptcy Institute (ABI) have paired to establish a system for dealing with Thailand's backlog of corporate bankruptcies. The Mentorship Program in which seven CBC officials have participated will conclude in February of the 2002 fiscal year. The Community Leadership Training Program represents a partnership between the Institute for Management Education for Thailand (IMET) and the U.S. Community Leadership Association (CLA) aimed at promoting good community leadership throughout Thailand. Hoping to improve efficiency in court proceedings, the Thai OJC has been working with the U.S. institutions FJC (Federal Judicial Center) and ABA (American Bar Association) to exchange knowledge and information on issues of judicial reform. The Thai Bankers Handbook is another project under the corporate governance heading for which work is continuing into the next annual reporting period.

International competitiveness, another primary focus of the BSOP program, remains the objective of several ongoing projects. The BSOP continues to provide support for the Thailand Securities Institute to organize, develop, and deliver economics education programs for Thai youth. Already, this SET Junior Achievement Thailand project has worked with over 1100 students from 21 different schools on promoting the long-term development of Thailand's capital and stock markets. An Organic Inspection Training program has been planned with collaboration from the Department of Agriculture (DOA) and the Independent Organic Inspectors Association (IOIA) to enhance Thai government officers' abilities to inspect organic crops. Also in the area of international competitiveness, BSOP has facilitated the cooperation between two US agencies, OSHA (Occupational Safety and Health Association) and NIOSH (National Institute of Occupational Health and Safety), and Thailand's National Institute for the Improvement of Working Conditions and Environment (NICE) to upgrade the skills of regional NICE officers through a program on "Productivity and Workplace Improvements."

In addition to the projects that have been completed and continued over the course of 2001, several projects have been approved by the AERA Working Group Committee for implementation in the coming year. Projects in the pipeline for 2002 include a training program designed to upgrade the capabilities of the Post and Telegraph Department as

preparation for the organization's transition to an independent regulator of telecommunications.

From May to July of 2001, each of the programs conducted under the AERA heading underwent a review by an outside evaluation team. The findings from the 14 surveyed BSOP projects showed that KIASia has provided effective coordination, project preparation, facilitation, and monitoring. For facilitation and monitoring, nearly all of the Thai and US organizations rated KIASia's role as either "very good" or "good." Another area of strength was the selection of appropriate US counterparts for the Thai organizations. Twelve of the 14 respondents rated this match as "excellent" or "good," indicating high chances for the development of sustainable long-term partnerships. A further positive indicator related to the development of project proposals.

Challenges

The main areas of improvement for the BSOP related to partnership sustainability. The feedback from the respondents indicated that specific action plans might be useful to facilitate medium to long-term partnerships. Secondly, there were uncertainties about the financing of subsequent projects between the partners, with an apparent propensity to look towards public sector funding as opposed to soliciting contributions from the beneficiary organizations and associations. Recommendations for addressing the weaknesses of the BSOP program included a more explicit indication of anticipated benefits to the organization, the targeted sector, and the economy, suggesting sensible modalities for maintaining contact between partner organizations, identifying practical benefits to participant US organizations and marketing them so as to encourage further participation, and following up with organizations that did not see any benefit to their linkages with overseas counterparts.

Indicators

BSOP Indicator Table #1

Intermediate Objective 1	Corporate and Financial Governance Improved	
Indicator	Policies, systems, or procedures adopted by participating partner organizations	
Unit of Measure	Number of participating organizations implementing policies, systems, or procedures introduced or strengthened through the partnership fostered by the BSOP	

Year	Expected Measures Cumulative	Actual
1999	0	Baseline - 0
2000	2	7
2001	7	17

BSOP Indicator Table #2

Intermediate Objective 2		Financial and Corporate Governance Improved
Indicator		The number of long-term partnerships initiated and maintained
Unit of measure		Number of partnerships
Year	Expected Partnerships Cumulative	Actual
1999	0	Baseline - 0
2000	2	7
2001	4	16

Border Action Against Malaria (BAAM)

The Border Action Against Malaria Project was introduced as part of a collaborative effort between several organizations to combat the spread of drug-resistant malaria throughout the region. BAAM works with a broad national coalition to slow the emergence and spread of multi-drug resistant malaria in Thailand's border areas. To monitor and respond to the threat that such resistant strains will spread across Thailand and the region, the program has been developing new models of cooperation and partnership, especially with border community organizations. The purpose of BAAM is to improve the national capacity to monitor and respond to malarial making public health systems more effective and sustainable through decentralization and reform.

Activities in the second year of the BAAM project supported movement from operational planning to approval of subgrants for program implementation and provincial orientations for the representatives of key stakeholders in affected regions. The program began full implementation of interventions in sites selected for pilot work in the second quarter of the fiscal year.

Accomplishments

The second annual reporting period of the BAAM project began with the finalization of a national Plan of Action and the development of a strategic planning framework for implementing systems of sentinel surveillance to monitor and control drug-resistant malaria in areas bordering Burma, Cambodia, and Lao PDR. The Plan of Action was modified from its draft stage to incorporate Mai Sai District of Chiang Rai Province as a sentinel site and to adopt standardized protocols approved by the World Health Organization (WHO). Other strategic and start-up activities that carried over into BAAM's second reporting year included the formulation of a plan of action by The Life Skills Development Foundation for strengthening the capacity of primary schools to mobilize community action for prevention and control of malaria. Partner agency members were formally appointed to a working group in order to coordinate implementation, monitoring, and evaluation of the school-community mobilization initiative. Early in the reporting year, a Technical Review Committee was established for reviewing subgrant proposals and financial regulations, procedures, rates, and a proposal format for subgrants was finalized.

BAAM project initiatives were launched in two affected border provinces during the fiscal year 2001. In Tak Province, the program began with an orientation workshop on partnerships for a school-based approach to community action against malaria for primary education, health, and vector borne disease control officials. In early September, Dr. Dennis Carroll of USAID/Washington and Mr. Tom Elam of the U.S. Embassy to Thailand joined managers from BAAM as well as representatives from United States Pharmacopeia, Management Sciences for Health, and WHO/Thailand on a field trip to observe project activities in Tak Province. During the trip they held consultations with Shoklo Malaria Research Unit regarding the content of a proposal to be submitted to

USAID for support of malaria training, education, and community intervention. The launch of BAAM in Mae Hong Son Province began with a workshop on collaboration to strengthen organizations' role in self-reliant malaria control by communities in border areas. The BAAM Project Coordinator, Mr. James Hopkins, accompanied a team of WHO and Ministry of Public Health representatives on site visits along the Thai-Burma border from Mae Hong Son to upper Chiang Mai Province in order to identify sites for expanded coverage of community-based interventions focused on cross-border movement of high-risk populations.

In a school-based initiative introduced by the BAAM project, 131 primary education officials (including teachers, principals, provincial and district primary education supervisors) from 22 schools in Tak and Mae Hong Son provinces participating in the Partnerships for a School-based Approach to Community Action Against Malaria subproject received initial training on several key ways to deal with the malaria problem. The participants' training focused on studying communities, conducting a participatory baseline assessment of indigenous knowledge, attitudes, and practices related to malaria, adopting a case study approach for discovery learning, becoming familiar with life skills education for behavior change, learning curriculum analysis for using a thematic integration approach, and developing teaching plans for a local curriculum unit on malaria education. Another school-based effort was the organization of a March workshop on preparing an approach to conduct a participatory baseline assessment of malaria knowledge among primary school children.

In community-based initiatives, the Malaria Division conducted training for 35 laboratory staff from border province hospitals, laboratory and technical staff from the Malaria Division and Vector Borne Disease Control Offices 1-5 on microscopic diagnosis of malaria parasites and in vitro study protocol procedures for implementation of the in-vitro sensitivity study of resistance to anti-malarial drug treatment regimens. Under the BAAM-supported National Malaria Sentinel Surveillance Drug Resistance Network Initiative, study of in-vitro sensitivity to the currently used anti-malarial drug treatment regimens began in nine border provinces. Following up on focus group discussions conducted with more than 200 villagers in Chantaburi Province, Vector Borne Disease Control Office No. 5 organized a planning workshop with local government officials, informal employers and high-risk forest-related occupation groups to collaboratively generate interventions for malaria control in Pong Nam Ron and Soi Dao Districts. Working groups provided input into the formulation of proposals for sub grants to support development of appropriate interventions for a community based approach to malaria control in Thai-Cambodian border areas.

BAAM organized a series of meetings from September 12-14 for consultations on monitoring drug quality and use practices with participation by representatives of USAID, the US Embassy to Thailand, WHO, Royal Thai Government Ministry of Public Health, Cambodian Ministry of Health, United States Pharmacopeia, Management Sciences for Health, ACTMalaria, and KIASIA's BAAM project. The consultations resulted in identification of important issues and priority actions needed to implement the

study and monitoring of drug quality and drug use practices as integral components of Thai and Cambodian sentinel surveillance of anti-malarial drug resistance.

Various collaboration and partnership efforts were pursued throughout the year. There are nine partnering agencies working in collaboration to develop the School-based Approach to Community Action Against Malaria. Among the partner organizations are the Border Patrol Police Bureau, The Life Skills Development Foundation, the Health Behavior Development Group, and KIASIA's BAAM Project. In May the BAAM Project Director, Dr. Damrong Boonyoen, and Project Coordinator, Mr. James Hopkins, participated in the Asian Collaborative Network for Training on Malaria annual Partners' Meeting and the Mekong Roll Back Malaria Initiative meeting in Malaysia. Mr. Hopkins held consultations regarding future directions of the BAAM project with officials of USAID/Washington and representatives of United States Pharmacopeia, Management Sciences for Health, the Millennium Alliance (INMED), and the Kenan Institute in Washington D.C.

Challenges

One of the challenges facing the BAAM is working with wide variety of organizations ranging from local community organizations to the World Health Organization. Information and presentations had to be adapted to the language and technical capacity of the different organizations.

Access to remote sites remained a problem as the activity level in the border villages rose. Vehicles with four-wheel capability were sometimes not available as needed, particularly in the rainy season.

Measuring the impact of the program on the measures local people take to protect themselves was difficult. Measurement of performance in a number of areas needs to be undertaken.

Indicators

USAID representatives made no recommendations for specific indicators for the Border Action Against Malaria Project, but KIASIA and USAID staff are working on a set of indicators to be implemented in FY2002.

Labor Standards Development Project (LSDP)

The Labor Standards Development Project was introduced by AERA in 2000 in order to provide services to Thai and Asian enterprises for improving their business practices and boosting their global competitiveness. Aimed primarily at improving the practices of the manufacturing sector, LSDP works to educate, train, and disseminate information related to voluntary labor standards and international codes of conduct.

With its initial reporting period dedicated primarily to developing awareness of labor standards among manufacturing and other business sectors, in 2001 the LSDP program became more actively engaged in implementing labor standards training and audit projects with client companies. Over the course of the year, the focus of the program shifted to emphasize the provision of occupational health and safety and labor standard consulting to SMEs. After receiving accreditation from the Fair Labor Association to monitor the application of FLA standards, the Labor Standards Development Project began to pursue private contracts to provide consulting and auditing services to client factories in Bangkok and the surrounding region.

Accomplishments

In its second annual reporting year, the LSDP program has focused on promoting fair labor standards through hosting and sponsoring both informative seminars and individual training sessions. The initiation of several new activities focused on distributing information about labor standards to Thai manufacturers, government officers, university students, and academics.

In cooperation with the Business for Social Responsibility the LSDP invited guest speakers from the Ministry of Labor and Social Welfare (MOLSW), to deliver an educational seminar on Thai labor and health/safety laws to members of the Thai Garment Manufacturers Association. Also with the assistance of MOLSW, as well as representatives from the U.S. Embassy, LSDP launched Thailand's first annual Labor Codes Conference. The March conference provided over 180 participants from both the public and the private sector with knowledge about the most prevalent labor standards and codes of conduct being applied by U.S. buyers in Thailand. A seminar on better business practices in the garment industry marked the launch of a regional pilot project to provide consulting on compliance to labor standards for SME members of the Thai Garment Manufacturers Association (TGMA). LSDP worked to produce a best practices training manual for the garment industry.

Further LSDP activities during the 2001 reporting period include the participation in two SA8000 factory audits, the delivery of a speech by Deputy Project Manager, Alex Kaufman, at the SA8000 Compliance Conference, and the provision of an intensive training program in occupational health and safety delivered by Professor Lori Todd from the University of North Carolina to the TGMA and various international buyers based in Thailand. Also conducted during LSDP's second year of operations were guest lectures

on Labor Standards and Export Markets from Ambassador William Itoh, Mr. William Garrison, both of Kenan Institute Washington D.C and Alex Kaufman of the LSDP. The program is developing plans to offer specialized training programs and consulting on labor standards certification.

Challenges

In the second year of the USAID funded project, the LSDP endeavored to develop a series of training programs to better assist SMEs and pursue diverse sources of funding. Initial efforts were made to hold public workshops with US volunteer experts. These training programs were beneficial to participants, but were not able to deliver the intended project income. Other efforts included subsidized consulting projects to Thai SMEs, this provides an opportunity to develop localized training materials and fine-tune the skills of our team. In the coming year, we hope to leverage our experience to offer fee-for-service activities to U.S. multinationals and international organizations.

Indicators

USAID set no specific indicators for the Labor Standards Development Project.

Education

As part of the effort to make Thailand more competitive in world markets and to foster the recovery of a sustainable economy, a new AERA program focusing on education was launched in the latter part of the 2001 fiscal year. Education and skill development are crucial elements in the economic recuperation and sustenance of Thailand and Southeast Asia. Originally planned as an “IT for Education” program, the Education program has allocated USAID funds to support projects that do not necessarily involve a high degree of technology or technological expertise. The overall objective of the program remains focused on raising the quality and increasing the availability of instructional methods and materials at all levels in Thailand’s schools and other learning centers.

Accomplishments

In its first months of operation, the Education program began work on three projects aimed at overcoming Thailand’s long-standing imbalance in educational quality and availability.

An “English through Entertainment” pilot project based at Satreevit School utilized computer and television programs to engage students in the learning process. A wrap-up workshop was conducted at the conclusion of the project to determine the effectiveness of the instructional package and discuss ways to improve it. The outcome of the project was satisfactory, as improvements in students’ grades at the semester end provided credible evidence that the approach was effective. The working committee, with assistance from the Language Institute of Chulalongkorn University, has worked on completing the final draft of the lesson plan, teacher’s manual and instructional media. An orientation workshop at which the working team will introduce the new English teaching approach to managers of the 88 English Resource and Instruction Centers (ERIC) throughout Thailand, has been scheduled for March of 2002.

Preliminary plans were developed for establishing an English Department at Mae Fah Luang University. During the visit of the working team from Indiana University at Bloomington, members of the Education program met with Professor Harry L. Gradman to discuss ways for assisting Mae Fah Luang with staff and curriculum development. The IU team agreed to prepare a proposal jointly with the University.

The third major project undertaken since the Education program commenced operations pertains to the development of a community college system in Thailand. The Education team met with senior officials from the Ministry of Education to follow up on the preliminary stages of implementation. Dr. Beng Poh Yoshikawa, Director of the University of Hawaii’s International Affairs and Development division, represented the US East-West Community College Consortium during a visit to Thailand sponsored by the US Embassy. Dr. Yoshikawa agreed to develop a joint proposal between the Consortium and the Ministry of Education to propose a grant from the AERA-Education Program.

Challenges

The Mae Fah Luang project faced the challenge of dealing with a new and rapidly growing institution. Fast turnover in senior staff and slowness in decision-making made it difficult to meet time targets set for the project. However, the project team has kept to its objectives while adjusting the timeline for the various activities. This slowed use of grant funding.

Indicators

USAID has not recommended any indicators for the Education program.

Other Programs Conducted under AERA that are not managed by KIAasia

Treasury Advisory Assistance Program

The US Treasury has been working closely with the Bank of Thailand in developing expertise in bank examinations.

Promoting Good Governance

A project for the promotion of good governance is in the preliminary stages of development. The Asia Program is coordinating a program to provide technical assistance on transparency and good governance for government organizations. The program is expected to launch in the coming year.

SME Development Project (SIAM)

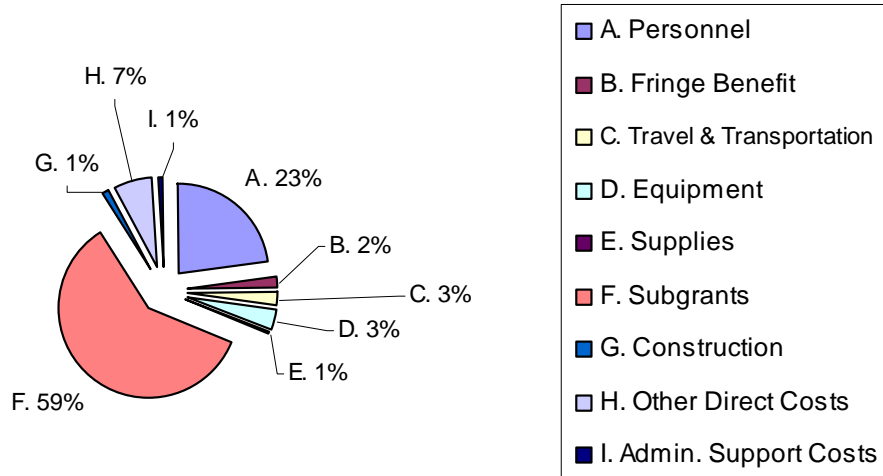
This project is being carried out by the US Chamber of Commerce with cooperation from the Thai Chamber of Commerce and the Federation of Thai Industries. The project is to identify, qualify, and match Thai and U.S. companies with one another for trade and investment.

Constitutional Education for Citizens Active Participation Project (CE-CAP)

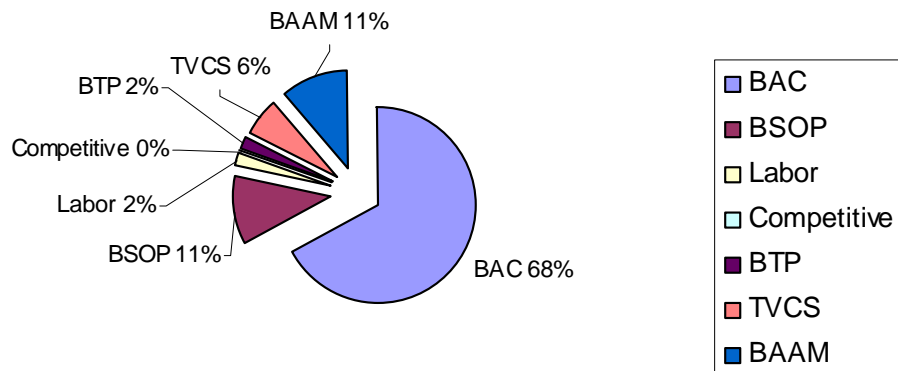
The King Prajadhipok Institute, The American Center for International Labor Solidarity (ACILS) and several Thai organizations are coordinating a program for various citizens groups on the new constitution.

The managers of these projects will submit the annual reports separately. Therefore they will not be included in this annual report for KIAasia; however, details of their activities are included in the quarterly reports for KIAasia.

Cumulative Spending by Cost Category (October 1999 - September 2001)



Cumulative Spending by Project (October 1999 - September 2001)



SUMMARY MATRICES BY PROJECT

BAC Project Matrix: 2000 – 2001 Fiscal Year

Company Name	Industry	Size	Status	Type	Focus	End Date	Customer Satisfaction
Fujiki Industries Ltd.	Manufacturing	Medium	Complete	CDC	Operations	4-Oct-00	Satisfied
Express Carpet Company Limited	Other	Medium	Complete	In-House	Marketing	9-Oct-00	N.A.
New Somthai Motor Work Company, Ltd.	Automotive	Medium	Complete	CDC	Operations	11-Oct-00	Satisfied
Kuiburi Fruit Canning Co., Ltd.	Foods and Beverages	Medium	Complete	ACDI/VOCA	Operations	13-Oct-00	Satisfied
Kemtrade Co., Ltd.	Chemical and Plastics	Medium	Complete	CDC	Operations	21-Oct-00	Satisfied
L.J.R. Industry Co., Ltd.	Electrical	Medium	Complete	IESC	Operations	21-Oct-00	Satisfied
Sinsaene Co., Ltd.	Textiles and Footwear	Medium	Complete	In-House	Operations	25-Oct-00	Satisfied
Thomas Idea Co., Ltd.	Service	Small	Complete	In-House	IT	25-Oct-00	Satisfied
Muang Thong Mahachai Co., Ltd	Textiles and Footwear	Large	Complete	IESC	IT	28-Oct-00	Very Satisfied
SU Electronics Assembly Co., Ltd.	Electrical	Small	Complete	IESC	Operations	29-Oct-00	Satisfied
Thai Eastern Rubber Co.,Ltd.	Manufacturing	Medium	Complete	In-House	Operations	1-Nov-00	Satisfied

D.D. Allwood (1993) Co., Ltd.	Manufacturing	Small	Complete	IESC	Marketing	2-Nov-00	Satisfied
A Group	Electrical	Medium	Complete	TVCS	Finance	3-Nov-00	Satisfied
Siam Pulleys Industry Co., Ltd.	Manufacturing	Medium	Complete	IESC	Operations	10-Nov-00	Satisfied
Eternal Ink Co., Ltd.	Printing and Publishing	Medium	Complete	IESC	Other	17-Nov-00	Satisfied
United Textile Mills	Textiles and Footwear	Medium	Complete	CDC	Operations	17-Nov-00	Satisfied
Northern Adventure Co.,Ltd.	Service	Small	Complete	In-House	Marketing	21-Nov-00	N.A.
Pongchai Patana Co.,Ltd.	Service	Medium	Complete	IESC	Marketing	21-Nov-00	Satisfied
United Textile Mills	Textiles and Footwear	Medium	Complete	In-House	IT	30-Nov-00	N.A.
Inter Ink	Printing and Publishing	Small	Complete	IESC	R/D	6-Dec-00	Satisfied
Bangkok Inter Food Co.,Ltd.	Foods and Beverages	Medium	Complete	ACDI/VOCA	Marketing	8-Dec-00	Satisfied
Saraburi Inn Hotel	Service	Medium	Complete	In-House	Finance	13-Dec-00	N.A.
D.D. Allwood (1993) Co., Ltd.	Manufacturing	Small	Complete	In-House	Marketing	16-Dec-00	Satisfied
Shun Thai Co., Ltd.	Household Goods	Medium	Complete	ACDI/VOCA	Operations	17-Dec-00	N.A.
Enholco Industries Co.,Ltd.	Manufacturing	Small	Complete	TVCS	Operations	1-Feb-01	N.A.

Sahachit Watana Plastic	Chemical and Plastics	Medium	Complete	CDC	Strategy	1-Feb-01	Satisfied
Advance Packaging Co., Ltd.	Chemical and Plastics	Medium	Complete	IESC	Operations	2-Feb-01	Satisfied
Soon Hua Lee Co., Ltd.	Textiles and Footwear	Medium	Complete	CDC	Marketing	2-Feb-01	N.A.
Pontex Co., Ltd.	Textiles and Footwear	Medium	Complete	IESC	Operations	9-Feb-01	Satisfied
C.I. Group	Manufacturing	Medium	Complete	In-House	IT	26-Feb-01	Very Satisfied
Fujiki Industries Ltd.	Manufacturing	Medium	Complete	In-House	IT	28-Feb-01	Satisfied
Silom Medical Co., Ltd.	Pharmaceutical Products and Cosmetics	Medium	Complete	IESC	Strategy	28-Feb-01	N.A.
Fastrak Services	Other	Small	Complete	In-House	Finance	1-Mar-01	Satisfied
Inter Plast Corporation (Thailand) Co., Ltd.	Chemical and Plastics	Small	Complete	IESC	Operations	9-Mar-01	Satisfied
Greensville Co.,Ltd.	Pharmaceutical Products and Cosmetics	Medium	Complete	CDC	Other	16-Mar-01	Very Satisfied
Pontex Co., Ltd.	Textiles and Footwear	Medium	Complete	IESC	Human Resources	16-Mar-01	Satisfied
Chiang Mai Brew House Co.,Ltd.	Foods and Beverages	Medium	Complete	CDC	Operations	19-Mar-01	N.A.
Fastrak Services	Other	Small	Complete	In-House	Finance	31-Mar-01	Satisfied

Lady Shoes	Textiles and Footwear	Small	Complete	In-House	Marketing	15-Apr-01	Dissatisfied
C.I. Group	Manufacturing	Medium	Complete	IESC	Operations	21-Apr-01	Very Satisfied
C.I. Group	Manufacturing	Medium	Complete	IESC	Strategy	21-Apr-01	Very Satisfied
Bangkok Inter Food Co.,Ltd.	Foods and Beverages	Medium	Complete	ACDI/VOCA	Operations	8-May-01	Satisfied
Energy Maintenance Service Co.,Ltd.	Manufacturing	Small	Complete	In-House	Marketing	11-May-01	N.A.
Fastrak Services	Other	Small	Complete	In-House	IT	18-May-01	Satisfied
Onnicha Kindergarten	Service	Small	Complete	In-House	Marketing	30-May-01	Satisfied
Hangchat Co-operative Agriculture Co.,Ltd.	Service	Medium	Complete	TVCS	Operations	1-Jun-01	N.A.
United Merchandising (Thailand) Ltd.	Service	Small	Complete	In-House	IT	3-Jun-01	Satisfied
SCI Electric Manufacturer Co.,Ltd.	Electrical	Medium	Complete	CDC	Strategy	11-Jun-01	N.A.
Pioneer Garment	Textiles and Footwear	Medium	Complete	CDC	Operations	15-Jun-01	Satisfied
Data Paint and Chemical Co.,Ltd.	Chemical and Plastics	Small	Complete	In-House	Marketing	22-Jun-01	Satisfied
Siribun Shopping Center	Service	Medium	Complete	In-House	Strategy	28-Jun-01	Satisfied
Watana Park Hotel Co.,Ltd.	Service	Medium	Complete	In-House	Other	28-Jun-01	N.A.

Buddy Village Co.,Ltd.	Service	Medium	Complete	TVCS	Other	30-Jun-01	Satisfied
Inter Plast Corporation (Thailand) Co., Ltd.	Chemical and Plastics	Small	Complete	IESC	Operations	30-Jun-01	N.A.
ATTABOON CO.,LTD.	Automotive	Large	Complete	IESC	Marketing	27-Jul-01	Satisfied
Fastrak Services	Other	Small	Complete	In-House	IT	27-Jul-01	Satisfied
Pipit Industry	Chemical and Plastics	Small	Complete	CDC	Operations	27-Jul-01	Satisfied
Science Development and Management (SDM)	Household Goods	Small	Complete	ACDI/VOCA	Finance	5-Aug-01	N.A.
Art & Technology Co.,Ltd.	Other	Medium	Complete	CDC	Marketing	17-Aug-01	Very Satisfied
Muang Thong Mahachai Co., Ltd	Textiles and Footwear	Large	Complete	Other Support	Marketing	28-Aug-01	N.A.
Buddy Village Co.,Ltd.	Service	Medium	Complete	TVCS	Other	30-Aug-01	Satisfied
Pizza Today Co.,Ltd.	Foods and Beverages	Medium	Complete	In-House	Strategy	31-Aug-01	Very Satisfied
Wealth Management Systems Limited	Electrical	Medium	Complete	IESC	Other	22-Sep-01	N.A.

BTP Project Matrix

Year 1

Bank	Project Name	Awarded Contractor	Status
The Industrial Finance Corporation of Thailand	Risk Management	Deloitte Touche Tohmatsu	Project Completed
Thai Farmers Bank	Credit Management	Deloitte Touche Tohmatsu	Project Completed
Government Savings Bank	Credit Management	Deloitte Touche Tohmatsu	Project Completed
BankThai	Debt-restructuring Management	Deloitte Touche Tohmatsu	Project Completed
Thai Military Bank	Internal Control	PricewaterhouseCoopers	Project Completed

Year 2

Bank	Project Name	Awarded Contractor	Status
Bangkok Bank	Train-the-trainers for small and medium enterprise business plan writing	Deloitte Touche Tohmatsu	Project Completed
Bank of Ayudhaya	Risk Management	Deloitte Touche Tohmatsu	Project Completed
Government Housing Bank	Responsibility Center (accounting)	Development Alternatives, Inc.	Project Completed
Siam Commercial Bank	Risk Management	Barents Group	Project Completed
Bank for Agriculture and	Responsibility Center	Development Alternatives, Inc.	Training completed, waiting for

Agricultural Cooperatives	(accounting)		final report from DAI
Bank of Ayudhaya	Risk Management Implementation	PricewaterhouseCoopers	Contract signing in October
Thai Military Bank	Control Self-Assessment	PricewaterhouseCoopers Risk Management Services Ltd.	Contract signing in October
Siam Commercial Bank	Risk Management for Executive	PricewaterhouseCoopers Risk Management Services Ltd.	Contract signing in October
BankThai	Debt Restructuring	Deloitte Touche Tohmatsu Corporate Restructuring Co, Ltd.	Contract signing in October
Krung Thai Bank	Credit Risk Management	Deloitte Touche Tohmatsu Emerging Markets	Contract signing in October

BSOP Project Matrix: Cumulative: 1999 - 2001

Large Grant Projects

Project Name	Description	Objectives & Outcomes	Partners	Status
Standards of Practice Handbook (<i>Financial Governance</i>)	The Association for Investment Management and Research (AIMR) and the Securities Analysts Association (SAA) are promoting a “code of ethics” for the Thai corporate sector by translating and adapting AIMR’s manual for the Thai environment.	To build up a strong ethics and professional standards program	SAA (Thai) and AIMR (US)	2000 copies of the handbook were published; the project has been completed.
Upgrading the Capabilities of Accounting Instructors (<i>Financial Governance</i>)	The Institute for Certified Auditors and Accountants of Thailand (ICAAT) is developing accounting instructional aids including video tapes, computer programs, and teacher’s manuals to use in higher education with assistance from a US counterpart university.	Improved accounting standards particularly outside of Bangkok	ICAAT (Thai) and US university	The video production team is working on content development and material promotion, including videos, transparencies, disks, and manuals for 11 topics.
Comparative Study on Thailand’ Savings and Investment Tax Policy (<i>Financial Governance</i>)	The study is to examine the impact of Thailand’s present tax structure on the financial and capital markets from both the economic and administrative aspects. The Security Exchange Commission (SEC) asked for the Thai Development Research Institute to conduct the study with assistance from US experts.	More attractive tax provisions for investors.	Thai SEC, TDRI, US counterpart	The final report of research has been completed and a seminar announcing the results of the study to the public was held. The project has been completed.
Bankruptcy Court	The American Bankruptcy Institute	To improve capabilities	CBC (Thai)	After the permanent staff

Administration Program I (<i>Corporate Governance</i>)	(ABI) is providing technical assistance to the Thai Central Bankruptcy Court (CBC) in training and establishing systems to deal under the revised laws with the backlog of corporate bankruptcies.	of the CBC and develop a relationship between the CBC and ABI	and ABI (US)	of CBC is in place, the mentorship program in the US will commence.
Bankruptcy Court Administration Program II (<i>Corporate Governance</i>)	As a result of ABI's recommendation in Part I of the program, additional technical assistance and training is to be given to CBC by the ABI-member team in the area of IT.	To improve capabilities of the CBC and develop a relationship between the CBC and ABI	CBC (Thai) and ABI (US)	After signing the contract, videoconference equipment will be installed.
Thai Bankers Handbook (<i>Corporate Governance</i>)	The Thai Institute for Banking and Finance Association (TIBFA) is under a licensing agreement with the American Bankers Association (ABA).	Completion and use of the handbook throughout Thailand	TIBFA, ABA	The working team has been set up. The first draft of the translated and adapted handbook is expected to be completed by November 2001.
Performance Audit Workshop (<i>Corporate Governance</i>)	The training program will be delivered as a two-week workshop introducing the fundamental principles, concepts, and methods of performance auditing. This workshop includes a 3-day module on instructional skill to improve the ability of participants to pass on their newly acquired knowledge and skills to the SAO's auditors throughout the country.	To improve the capability of the SAO's auditors in performance auditing	SAO (Thai) and GAO (US)	The project has been successfully completed.
Building Capacity and Professional Standard for Property Valuation	The Appraisal Foundation (TAF) will provide technical assistance to the Securities Exchange Commission	Single standard code of ethics and audit manual for Thai valuation	SEC (Thai) and TAF (US)	Mr. Carl Schultz, TAF expert, has been assigned to implement

in Thailand (<i>Financial Governance</i>)	(SEC) to develop a single standard, code of ethics and its audit manual for Thai valuation profession. A single, neutral standard, code of ethics and audit manual for supervision will improve the transparency and accuracy of appraisals and will have a positive impact on financial and capital markets sector.	profession		the project with the Thai expert team. The SEC is in the process of selecting a Thai expert team to implement the project. The videoconference between SEC and TAF was held to discuss the components of the project, timeline, and action plan.
ABIH Certified Industrial Hygienist Program (<i>International Competitiveness</i>)	The Occupational Health and Safety at Work Association (OHSWA) of Thailand proposes to join the American Board of Industrial Hygiene (ABIH) to provide training and establish a certificate program.	To upgrade the professional skills of Thai health officials and strengthen the relationship between OHSWA and ABIH	OHSWA (Thai) and ABIH (US)	Jimmy Perkins, ABIH President, came to Bangkok to proctor the Certified Industrial Hygienist Exam to 15 members of the OHSWA.
SET Junior Achievement Thailand (<i>International Competitiveness</i>)	The BSOP is providing support to the Thailand Securities Institutes (TSI) of the Stock Exchange of Thailand (SET) to organize, develop, and deliver economics education programs for Thai youth and to promote Thai capital markets. Junior Achievement International (JAI), an international arm of the well-known US economic education organization, will provide the TSI with curriculum, education materials, and expert technical and	To promote the long-term development of the capital and stock market in Thailand	SET-TSI (Thai) and JAI (US)	Since the program's start, 187 trainers and 783 students were trained; 20 schools have participated in the program. TSI expected to reach the total of 1000 students by the end of the program.

	training assistance.			
Thai Bond Market Development (<i>Capital Market Development</i>)	The co-operation between Thai BDC and TBMA will be focused on the technical assistance and consultation, translation, and adaptation of standards materials, as well as the introduction of appropriate organizations in the US to provide a training course to the Thai BDC.	To develop the bond market in Thailand	Thai BDC and TBMA (US)	The Thai BDC is working on the translation of TBMA's materials.
Secured Transaction Law Development and Implementation (<i>Financial Governance</i>)	American Bankruptcy Institute (ABI) is providing technical assistance to the Office of the Court of Justice (OJC) to promote a new law on Business Secured Transaction in Thailand and to prepare the establishment of a Registry office.	To promote a new Business Secured Transaction Law and to prepare for the establishment of a Registry Office	OJC (Thai) and ABI (US)	The ABI team, led by Mr. Steven Turner, will deliver a seminar on Secured Transaction Law and share US lessons learned with Thai judges and stakeholders in Bangkok from October 1-5, 2001.
Community Leadership Training Program (<i>Corporate Governance</i>)	The Institute for Management Education for Thailand foundation (IMET) is joining with The Community Leadership Association (CLA) to conduct a training program on Community Leadership.	To promote good community leadership throughout Thailand	IMET (Thai) and CLA (US)	CLA and IMET are developing the training curriculum. The CLA will come over to Thailand to deliver a train-the-trainers program in mid-November.
Mediation Center for Financial Disputes Program (<i>Financial Governance</i>)	American Bankruptcy Institute (ABI) is providing technical assistance and training to enhance the efficiency and capabilities of a newly-established Mediation Center for Financial	To enhance the ability and creativity of mediators, financial advisors and MCFD staff	DRO (Thai) and ABI (US)	Five ABI experts conducted two training courses on basic mediation skills organized by the Dispute

	Disputes (MCFD), including mediators, financial advisors, and staff.			Resolution Office for a total of 100 mediators and financial advisors in Bangkok.
Organic Inspection and Training Program (<i>International Competitiveness</i>)	The Independent Organic Inspectors Association (IOIA) is providing technical assistance to the Department of Agriculture (DOA) to develop the organic crops inspection process in Thailand.	To build Thai government officers' capabilities to inspect organic crops	DOA (Thai) and IOIA (US)	DOA has a plan to discuss with IOIA on a training course.
Productivity and Workplace Improvement (<i>International Competitiveness</i>)	Occupational Safety and Health Association (OSHA) and the National Institute of Occupational Health and Safety (NIOSH) are joining with the National Institute for the Improvement of Working Conditions and Environment (NICE) to deliver a train-the-trainer program on "Productivity and Workplace Improvements" in Thailand.	To upgrade the skills of regional NICE officers	NICE (Thai), OSHA (US), NIOSH (US)	KIAsia is bringing together the expertise of the ILO and US-OSHA to support this project.

Small Grant Projects

Project Name	Description	Objectives & Outcomes	Partners	Status
Technical Assistance for Thailand Rating Information Services (<i>Financial Governance</i>)	Technical assistance and training is to be given to TRIS by an expert sourced under the International Executive Service Corps (IESC) in the area of bond rating.	To strengthen Thai corporations' abilities to raise funds by improving the capabilities of TRIS in bond rating	TRIS (Thai) and IESC (US)	The project has been completed.
TRIS – Trip #2	To provide expert assistance from a	To strengthen Thai	TRIS (Thai)	The BSOP is looking for

	US Private Volunteers Organization (PVO) to help TRIS in the area of credit rating methodologies and procedures, securitizations, and staff training.	corporations' abilities to raise funds by improving the capabilities of TRIS in credit rating methodologies and procedures, securitizations	and CDC (US)	a US partner.
APICS-TLAPS Partnership (<i>International Competitiveness</i>)	To provide expert assistance from APICS to help the Thai Logistics and Production Society (TLAPS) in the area of logistics and supply chain management.	To establish long-term cooperation between TLAPS and APICS	TLAPS (Thai) and APICS (US)	Mr. Richard Welch, the former president of APICS, attended TLAPS annual seminar in Thailand on May 5 through 22, 2000 with support under the BSOP fund. The project has been completed.
APICS-TLAPS Partnership #2 (<i>International Competitiveness</i>)	The BSOP has provided financial support to the President and advisor of the Thai Logistics and Production Society (TLAPS) to attend an APICS conference in the US.	To establish long-term cooperation between TLAPS and APICS	TLAPS (Thai) and APICS (US)	Dr. Pricha Pantumsinchai, TLAPS President, and Mr. Krizz Chantjiraporn, TLAPS Advisor, attended the APICS International Conference & Exposition in Florida. The project has been completed.
International Auditor Fellowship Program 2001 (<i>Corporate Governance</i>)	To provide financial support to the Office of the State Audit of Thailand (SAO) to send its staff to attend the GAO Fellowship program, which	To improve the capabilities of the SAO staff and develop a relationship between	SAO (Thai) and GAO (General Accounting	Mr. Karanee Butrameeboon has been selected to participate in the GAO Fellowship

	supports the goal of the International Organization of Supreme Audit Institutions (INTOSAI) to strengthen auditing and financial management practices and promote the sharing of information and experiences among Supreme Auditing Institutions (SAI) throughout the world.	SAO and GAO	Office)	program in 2001 between May 14 and September 21 at GAO in Washington D.C.
The International Auditor Fellowship Program's Field Office Placement	The program is a continuation of the International Auditor Fellowship program and is designed to provide the participant with training that includes gaining practical experiences in designing and implementing audits.	To improve the capabilities of the SAO staff and develop a relationship between SAO and GAO	SAO and GAO	The program has been completed.
Land Assessor's Standards and Procedures (Financial Governance)	Mr. James Park, Director of Research and Technical Issues from the Appraisal Foundation came over to hold talks with key Thai organizations involved in the land assessment in late August.	Improve knowledge of assessors in Thai assessment organizations	Association of Thai Assessors, US Appraisal Foundation	The program has been completed.
Certificate for Occupational Health and Safety (International Competitiveness)	To provide financial support to Mr. Dan Agopswicz, the Board Chair of the American Board of Industrial Hygiene, to deliver a seminar to the OHSWA in Thailand.	To initiate training programs and establish a certificate program to comply with the new labor act.	OHSWA (Thai) and ABIH (US)	The program has been completed.
SET Derivatives Program (Financial Governance)	Mr. Robert B. Gilmore, an expert consultant, came to provide technical assistance and training to the SET to improve knowledge of derivatives and systems to offer derivatives products.	To prepare the SET's staff for delivering new derivatives products	SET (Thai) and US partner	The program has been completed.
Thai Credit Bureau	To provide financial support to the	Better knowledge on	Central	The program has been

(Financial Governance)	Central Credit Information Services Co., Ltd. To send Mr. Samma Kitsin, Managing Director, to attend the second Consumer Credit Reporting World Conference held by the Associated Credit Bureau in the US.	credit bureaus	Information System, US partner	completed.
BMA-Thai BDC Partnership (Financial Governance)	To provide expert assistance from the Bond Market Association (TBMA) to hold meetings with the Thai Bond Dealing Center (BDC) and the Thai regulators in the area of bond market development in Thailand. This is the first step in building the partnership between BDC and TBMA.	To build the partnership between Thai BDC and TBMA	Thai BDC, TBMA (US)	The trip has been completed.
International Pension Exchange Program (Corporate Governance)	To provide support to the US experts from (PPI) to assist the Government Pension Fund (GPF) of Thailand and to give a presentation at the “World Class Fund Management” conference held by GPF.	To educate GPF staff on pension fund management	GPF (Thai), PPI (US)	The project has been completed.
Thai Telecommunication Development (International Competitiveness)	To provide financial support to the Post and Telegraph Department (PTD), the Communication Authority of Thailand (CAT) and the Telephone Organization of Thailand (TOT) to send the delegation to attend the “Southern Asian Telecommunications Workshop” in Jakarta, Indonesia. The BSOP has already provided expert assistance to set up regulatory procedures for Thai NTC.	To develop regulatory procedures for Thai National Telecommunications Commission (NTC)	PTD, CAT, TOT (Thai), and US expert	The trip has been completed.

BAAM Project Matrix: 2000 – 2001 Fiscal Year

Project/Activity	Objective	Status/Results
Integrating Thailand's National Plan for Sentinel Surveillance with Regional Anti-malarial Drug Resistance Monitoring Under the Mekong Roll Back Malaria Initiative	Finalize plan of action for monitoring drug resistant malaria along Thailand's borders with Burma, Cambodia, and the Lao PDR.	Thailand's National Plan of Action was modified to incorporate a new sentinel site in Mae Sai District of Chiang Rai Province, where data on emerging drug resistance can be compared with findings from a Burmese sentinel site.
School-based Approach to Mobilizing Community Action Against Malaria	Bring together educators, malaria control officials, and NGO partners to develop a partnership model and a plan of action to strengthen the capacity of primary schools to use a participatory learning process for mobilizing community action against malaria.	A plan of action was developed to strengthen the capacity of primary schools to mobilize community action for the prevention and control of multi-drug resistant malaria in border areas. Partner agencies formally appointed members to a working group to coordinate implementation, monitoring, and evaluation of this initiative.
Field visit by officials from USAID/Washington and CDC	Show officials from USAID/Washington and the Center for Disease Control potential pilot sites on the Thai-Burma border.	Project management held consultations with officials of WHO and the Malaria Division regarding development of criteria for site-selection from community based interventions and made a field visit to observe malaria clinics and the transmission situation in Mae Sot.
Announcement of a 3-year \$4.7 million Grant for Malaria Control Research in Tak Province	\$4.7 million from the Bill and Melinda Gates Foundation will support expansion of operational research on malaria control.	Project decided to proceed with implementation of national plan of action in sites originally selected in Mae Hong Son and Tak Provinces.
Participation in XIIth Meeting of Malaria Task Force	Discussion of situation and exploration of new approaches to malaria control among BAAM, SMRU, and malaria volunteers.	Project identified Aide Medicale Internationale (AMI) as having high potential for partnering with BAAM and local health

		disease control units in collaborative work on community-based malaria-control activities.
Financial Regulations, Proposal Format, and Technical Review Committee for Subgrant Proposals	Finalize a set of financial regulations, procedures, rates and a proposal format for subgrants and receive concurrence from KIAAsia management.	Potential subgrantees and implementing partners are using the proposal format and cost rates in the process of formulating proposals for submission to the Project Technical Review Committee.
Sentinel Surveillance for Monitoring Drug Resistant Malaria	Support training and equipment needed to establish enhanced network for <i>in-vitro</i> sensitivity study of currently used anti-malarial drugs.	KIAAsia awarded a subgrant to co-fund, along with WHO/Thailand, a proposal submitted by the Malaria Division to support implementation of the National Plan of Action to establish a network of sentinel surveillance for monitoring drug-resistant malaria.
Partnerships for a School-based Approach to Community Action Against Malaria	Support formative research, teacher training, IEC materials, community mobilization, and school-community malaria projects in 25 communities.	KIAAsia awarded a subgrant to fund a proposal submitted by the Life Skills Development Foundation to support coordination of a plan of action to strengthen capacity of primary schools in mobilizing community action against malaria.
Workshop on Participatory Baseline Assessment of Malaria Knowledge, Attitudes, and Practices	Initiate in-depth situation analysis and formulation of school-community projects to prevent and control malaria through enhanced self-reliance.	March 27 workshop to develop an approach for conducting a participatory baseline assessment of malaria knowledge, attitudes, and practices by primary school children in Mae Hong Son and Tak provinces.
Orientation Workshop on Partnerships for School-Based Approach to Community Action	Support Life Skills Development Foundation's organization of a workshop in Mae Sot District, Tak Province, on Partnerships for School-based Approach to Community Action.	From March 28-29, community leaders, health volunteers, health center workers, primary school principals, and primary and district education officials participated in the workshop.
Workshop on Collaboration to	Build a common vision for local	The Project Coordinating Unit organized a

Strengthen Local Organizations' Roles for Self-Reliant Malaria Control in Border Areas of Mae Hong Son Province	participation in malaria control and agree on collaborative measures for prevention and control of malaria with emphasis on enhancing the roles of local organizations and communities for increased self-reliance.	February 2001 workshop on collaboration to strengthen local organizations' roles in self-reliant malaria control by communities in border areas of Mae Hong Son Province. More than 80 key stakeholders participated in the event.
Training on Microscopic Diagnosis of Malaria Parasite and <i>In-vitro</i> Sensitivity Study	Enhance skills for diagnosing and monitoring drug-resistant malaria in border areas.	The Malaria Division conducted training for 35 laboratory staff from border province hospitals, laboratory, and technical staff on microscopic diagnosis of malaria parasites and <i>in-vitro</i> study protocol procedures.
Exploration of Potential Sites for Expanded Coverage of Community-based Interventions	Identify potential sites in which to initiate community-based intervention programs.	Project Coordinator James Hopkins accompanied a WHO-Ministry of Public Health team on site visits along the Thai-Burma border from Mae Hong Son to upper Chiang Mai Province to identify sites for expanded coverage of community-based interventions focused on cross-border movement of high-risk populations.
Teacher Training Workshops under the Partnerships for a School-based Approach to Community Action Against Malaria Subproject	Use a thematic integration approach and develop teaching plans for a local curriculum unit on malaria education.	Primary education officials from 25 schools in Tak and Mae Hong Son Provinces participated in learning exchange and training workshops on studying the general context of communities, community knowledge, attitudes, and practices related to malaria.
Participatory Action Research Planning Workshop	Provide input into formulation of proposals for sub grants to support development of appropriate interventions for a community-based approach to malaria control in Thai-Cambodian border areas.	Following focus group discussions with more than 200 villagers in Chantaburi Province, Vector Borne Disease Control Office No. 5 organized a planning workshop with local government officials, informal employers,

		and high-risk forest-related occupation groups to collaboratively generate interventions for malaria control in Pong Nam Ron and Soi Dao Districts.
USAID Roll Back Malaria Partners' Meeting: Informal Consultation on Monitoring Anti-malarial Drug Quality and Use Practices	Identify important issues and priority actions needed to initiate and implement study and monitoring of drug quality and drug use practices as integral components of sentinel surveillance of anti-malarial drug resistance with a focus on Thailand and Cambodia.	BAAM organized a series of meetings from September 12-14 for consultations on monitoring drug quality and use practices with participation by representatives of USAID, the US Embassy to Thailand, WHO, Royal Thai Government Ministry of Public Health, Cambodian Ministry of Health, United States Pharmacopeia, Management Sciences for Health, ACTMalaria, and KIASia.

LSDP Project Matrix

Project Name	Description	Grant Amount	Involved Entities	Status
SA8000 Supplier Training December 18-19,2000 <i>Labor standards requirements – to upgrade the quality of Thailand’s labor inspectors and SME manufacturers as well as professionalism in management</i>	Sponsored representatives from the Ministry of Labor and Social Welfare (MOLSW) and the Thai Garment Manufacturing Association (TGMA) to receive training on the SA8000 Standard. SA8000 is one of several US based NGOs that have initiated a voluntary labor standard.	\$1,100	TGMA, MOLSW (Thai) and SAI (US)	The project was successfully completed in December 2000.
Labor Codes Conference March 8-9, 2001 <i>Educated participants throughout the country on the significance of external labor standards and codes of conduct</i>	Representatives from various US based organizations including Social Accountability International, Workers Rights Consortium, and Fair Labor Association presented at the conference. LSDP sponsored training expenses for 80 representatives from the government sector.	\$19,428	TGMA, MOLSW (Thai) and FLA, WRC, MIMCO (US)	This conference was successfully held in March 2001.
FLA Training March 10, 2001	The Fair Labor Association extended its stay for an additional day for an in-depth overview of the voluntary labor standard.	\$267	MOLSW, US buyers	This training was held on March 10, 2001.
Business for Social Responsibility, Supplier Compliance Training February 14-15, 2001 <i>Local labor law requirements – to upgrade the quality of Thailand’s labor inspectors and SME manufacturers as well as professionalism in management</i>	Business for Social Responsibility (BSR) is a neutral US based NGO focused on developing a high level of compliance to international labor standards. We provided support to representatives from NGOs, universities, and SME factories to raise awareness in Thailand.	\$4,044	TGMA (Thai) and BSR (US)	The project was successfully completed in February 2001.

Occupational Health and Safety for Garment and Footwear Factories May 28, 2001 <i>Strong occupational health and safety are the key to compliance and improving long-term factory productivity and higher worker morale.</i>	The program was taught by three experts in the field of occupational health and safety. This course was attended by a wide audience including buyers, factory owners, students, and health/safety consultants.	\$741	OHSWA (Thai) and UNC, 3M (US)	The course was conducted in May 2001
Verite Training July 30-31, 2001 <i>Training – to improve the capabilities of labor inspectors at MOLSW</i>	This training was specifically designed to the requirements of the Ministry of Labor and Social Welfare (MOLSW). Verite, a US based NGO sent trainers to Thailand for a special session; topics were selected by the participants.	\$9,377	MOLSW (Thai) and Verite (US)	This project was carried out April 2001.
Productivity and Labor Standards August 28-30, 2001 <i>Training – to improve factory productivity and ease compliance with external labor standards.</i>	This program was taught by a consultant from North Carolina State University in cooperation with the Thai Garment Manufacturers Association. Practical skills brought together various factory representatives over a 3-day period.	\$3,964	TGMA (Thai) and NCSU (US)	This program was delivered August 2001.
Data Gathering Methods Workshop July 23-25, 2001 <i>Building relationships and tangible skills in cooperation with NGO, university, and union representatives</i>	This workshop was taught by trained professionals from Chulalongkorn University's Social Research Institute. The focus was to obtain solid skills in developing field research techniques.	\$2,191	CU (Thai), Thai union and NGOs (Thai)	This course was conducted in July 2001.